MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 3, 2018 / 2019 SESSION

DBS5614 – MANAGEMENT

(All sections / Groups)

28 MAY 2019
2.30 pm – 4.30 pm
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of **10** pages with 2 sections.
2. Answer **ALL** questions for Sections A and B.
3. Answers for Section A should be shaded on the OMR sheet provided.
4. For Section B, please write your answers in the answer booklet provided.

SECTION A: MULTIPLE CHOICE QUESTIONS

Each question consists of 1 mark. Answers for this section should be shaded on the OMR sheet provided.

1. Jane Begum works at Global Traders Holdings. One of her responsibilities is to ensure that her employees are provided with up to date related skills and knowledge. Jane Begum is a _____.

   A. human resources manager
   B. waitress
   C. cabin crew
   D. dancer

2. One of the first three activities of the human resource management process involves _____.

   A. providing employees with flexible job assignments
   B. identifying and selecting competent employees
   C. providing employees with training
   D. retaining competent and high-performing employees

3. Which of the following steps in the human resource management process identifies and selects competent employees?

   A. Orientation and training.
   B. Human resource planning and recruitment.
   C. Compensation and benefits.
   D. Planning and performance management.

4. _____ is an assessment that defines jobs and behaviours necessary to perform them.

   A. Job description
   B. Job preview
   C. Job analysis
   D. Job specification

5. A written statement that explains the job content, environment, and conditions of employment is called a _____.

   A. job specification
   B. job preview
   C. job manual
   D. job description

6. Gabby is in charge of recruiting at Neon Corporation and is expected to enhance the diversity of the workforce. Which of the following recruiting sources should Gabby avoid if she is to achieve the stated aim of a more diverse workforce?

   A. College recruiting.
   B. Company web site.
   C. Employee referrals.
   D. Professional recruiting organisations.

Continued ...

Internet	Employee referrals	Company website

7. Based on the diagram above, these are the examples of _____.

A. appraisal methods
B. training varieties
C. memo distribution
D. recruiting sources

I. Unionisation
II. Multiperson comparison
III. Geographical location
IV. Size of company

8. Which of the following above determines a company's pay and benefit?

A. I, II and III.
B. II, III and IV.
C. I, II and IV.
D. I, III and IV.

9. In order to change the efficiency of her work area, Siew Hao needs to act as a _____ and assume the responsibility for managing the change process.

A. change agent
B. change master
C. change expert
D. change person

10. Netflox is an online video streaming service provider. Over the last five years, it has experienced a decline in the number of subscriptions for its monthly subscription. It seems people prefer to download pirated media from the internet rather than paying a monthly subscription. Which component in the external environment does this change represent?

A. Economic.
B. Sociocultural.
C. Political.
D. Demographic.

11. After receiving complaints from many of his customers, Raja decided to provide professional training for his front officers. Which of the following is the change process for Raja's firm?

A. Proactive.
B. Refurbish.
C. Reactive.
D. Protective.

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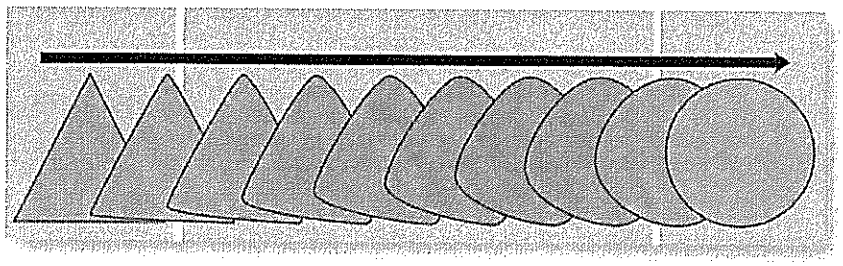

12. The diagram above shows the three-steps of change process. Which of the following sequence suits the diagram?

A. Unfreezing – Changing – Refreezing.
B. Changing – Refreezing - Unfreezing.
C. Changing – Unfreezing - Refreezing.
D. Refreezing – Unfreezing – Changing.

13. Syafiq is considering to install the latest technology new wheel balancer in his automotive workshop. Which one of the following courses of actions is **BEST** for Syafiq to use to overcome employee's resistance?

A. Threaten the employees who resist the change.
B. Present distorted facts to the employees.
C. Terminate employees who resist the change.
D. Educate employees and communicate with them.

14. When the new CEO of Berjaya Holdings wanted to introduce a new financial reporting system, most of the employees were against the idea. What were the factors for resistance to change?

I. Expensive
II. Uncertainty
III. Annoying
IV. Habit

A. I and II.
B. II and III.
C. III and IV.
D. II and IV.

15. During the Malaysian financial crisis in 1998, the average household income declined. Most of the consumers prefer to buy less expensive products. Firms adjusted by offering lower-cost goods and services. These firms changed their _____.

A. consumers
B. strategy
C. technology
D. laws

Continued ...

16. Which of the following organisational development techniques can be used to resolve differences in attitudes and perceptions among employees in an organisation?

A. Process consultation.
B. Intergroup development.
C. Survey feedback.
D. Management by objective.

17. Melissa's company provides space where employees can meet during coffee breaks and catch up with each other, the company is taking care of the employees' _____ needs.

A. safety
B. self-actualisation
C. social
D. psychological

18. In the context of Maslow's hierarchy of needs theory, when a company names an "Employee of the Month" award, the company is addressing employees' _____ needs.

A. safety
B. self-actualisation
C. esteem
D. psychological

19. According to Herzberg's two-factor theory, which one of the following is a hygiene factor?

A. Relationship with the supervisor.
B. Growth.
C. Advancement.
D. Recognition.

20. The students at Old Trafford School are complaining about some of the teachers who tend to pick favourites and the favourites are not penalised for disciplinary violations. These students are complaining about _____.

A. hygiene factors
B. economic factors
C. physiology theory
D. needs theory

21. According to the three-needs theory, the need for _____ is the need to make others behave in a way that they would not have behaved otherwise.

A. control
B. leadership
C. power
D. achievement

22. Wendy, a 5 year old girl no longer bites her nails after her mother whips her palm. This is a simple example of _____ theory.

A. McGregor's
B. Herzberg's
C. reinforcement
D. goal setting

Continued ...

23. Ariffin is usually the person who takes charge of the situation and gets people moving toward the group's objective. Ariffin probably has a high need for _____.

A. control
B. power
C. achievement
D. admiration

24. Mary is hiring a new assistant for her event planning business. She requires someone who enjoys organising a birthday party, meeting people and cheerful. That person must have _____ to be a social butterfly!

A. low need for safety
B. high need for esteem
C. low need for power
D. high need for affiliation

25. The "telling" style of Hersey and Blanchard is most likely the same with _____ style of the University of Iowa studies.

A. laissez-faire
B. democratic
C. autocratic
D. participative

26. Herman expects his employees to follow his way of doing things. He does all the thinking, makes all the decisions and issues commands to his subordinates. Herman uses the _____ style of leadership.

A. autocratic
B. authoritarian
C. democratic
D. laissez-faire

27. The University of Michigan studies has identified two important dimensions of leader behaviour which are _____ and _____ to study behavioural characteristics of leaders.

A. employee oriented; production oriented
B. consideration; initiating structure
C. task; people
D. decision-making; employee development

28. The Fiedler contingency model proposed that effective group performance depends on properly matching the leader's style and the amount of control and influence in the situation. To measure a leader's style, Fiedler developed the _____.

A. contingency grid
B. situational leadership theory
C. managerial grid
D. least-preferred co-worker questionnaire

Continued ...

29. Samuel is the manager at a department store. His employees are mostly unhappy and discontented with the way he threatens them for even minor errors. Which one of the following statements is likely to be true about Samuel?

A. Samuel is a transactional leader.
B. Samuel is using coercive power to get the job done.
C. Samuel is a telling leader.
D. Samuel is using referent power to get the job done.

30. A _____ leader solicits input from his subordinates before making decisions that will affect them. He also often praises them for good work and gently offers suggestions to improve their performance.

A. autocratic
B. supportive
C. participative
D. democratic

31. Which type of leadership is able to create and articulate a realistic, credible, and attractive vision of the future for an organisation that needs improvement?

A. Visionary.
B. Charismatic.
C. Trait.
D. Transactional.

32. Cedric is always responsible whenever he made a bad business judgement. Cedric could be called a(n) _____ leader.

A. ethical
B. supportive
C. transformational
D. authentic

33. Communication acts to _____ by clarifying to employees what is to be done, how well they're doing, and what can be done to improve performance if it's not up to par.

A. force
B. push
C. motivate
D. fight

34. Nancy has a high-pitched, coarse-sounding voice. Her colleagues tend to avoid her and cringe when she speaks in department meetings. To improve her career success, Nancy could _____.

A. adjust her body language to be more welcoming
B. submit her comments in writing after the meeting
C. send a substitute to the meetings
D. work on her verbal intonation to lower her voice pitch

Continued ...

35. As a leader, Susanti had sent an email to explain the organisation's objectives, mission and vision for her new staff. Some of the new staff have come to Susanti to ask for clarification about the email. This represents the _____ aspect of the communication process.

A. noise
B. channelling
C. filtering
D. feedback

36. When a manager asks an employee to complete a task, the manager is using _____ communication.

A. upward
B. formal
C. lateral
D. informal

37. The _____ communication system within an organisation permits employees to satisfy their need for social interaction with their peers.

A. social
B. informal
C. formal
D. organisational

38. Which one of the following is **TRUE** for organisational communication?

A. No informal communication takes place in the working environment.
B. It includes informal communication via the grapevine.
C. Information only flows according to the organisation's chain of command.
D. It does not include an upward flow of communication.

39. Once Pharmaton grew and became mechanistic, the higher management insisted that information flow vertically along the lines of authority. This refers to the _____ communications network.

A. chain
B. wheel
C. all-channel
D. circular

40. Ethical communication involves _____.

A. sharing enough information to lead the audience to a pre-determined conclusion
B. withholding information that is detrimental to the organisation
C. including all relevant information
D. refraining from criticising one's employer on social media

[TOTAL 40 MARKS]

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SECTION B: STRUCTURED QUESTIONS

Answers for this section should be written in the answer booklet provided.

QUESTION 1

Creating magic using rewards and recognition

Just like you need both hands to clap, companies need both rewards and recognition working in tandem to engage and motivate employees. — Jerene Ang.

Based on his personal experience, Eric Wong, Chief Human Resource Officer of Intel Wise, says: "You can never get your intended outcome with just rewards or recognition independently. The two components need to work hand in hand to achieve the right level of motivation and engagement."

At Canon Singapore, top performers are recognised through monetary rewards as well as being prioritised for greater exposure opportunities through roles in cross-functional projects and overseas assignments. Internal awards such as 'Service Heroes', the 'Canon Breakthrough' or long service awards aim to instil pride and recognition for the deserving staff.

According to Ken Lim, Human Resources Manager at The Esplanade Co, "Companies can consider training for managers on providing effective feedback as part of their leadership development." Most employees feel unappreciated because the manager did not acknowledge the great work they have done.

(Source: *Human Resource Magazine Online, March 2019*)

(a) What are the **TWO (2)** components for achieving the right level of employees' motivation and engagement? (2 mark)

(b) List **FIVE (5)** initiatives by Canon Singapore to recognise its employees. (5 marks)

(c) Do you think Canon Singapore practice 'variable pay' system to reward its employee? Explain your answer. (2 marks)

(d) List **SIX (6)** of the factors that influence the compensation and benefits packages received by employees. (6 marks)

(Total: 15 marks)

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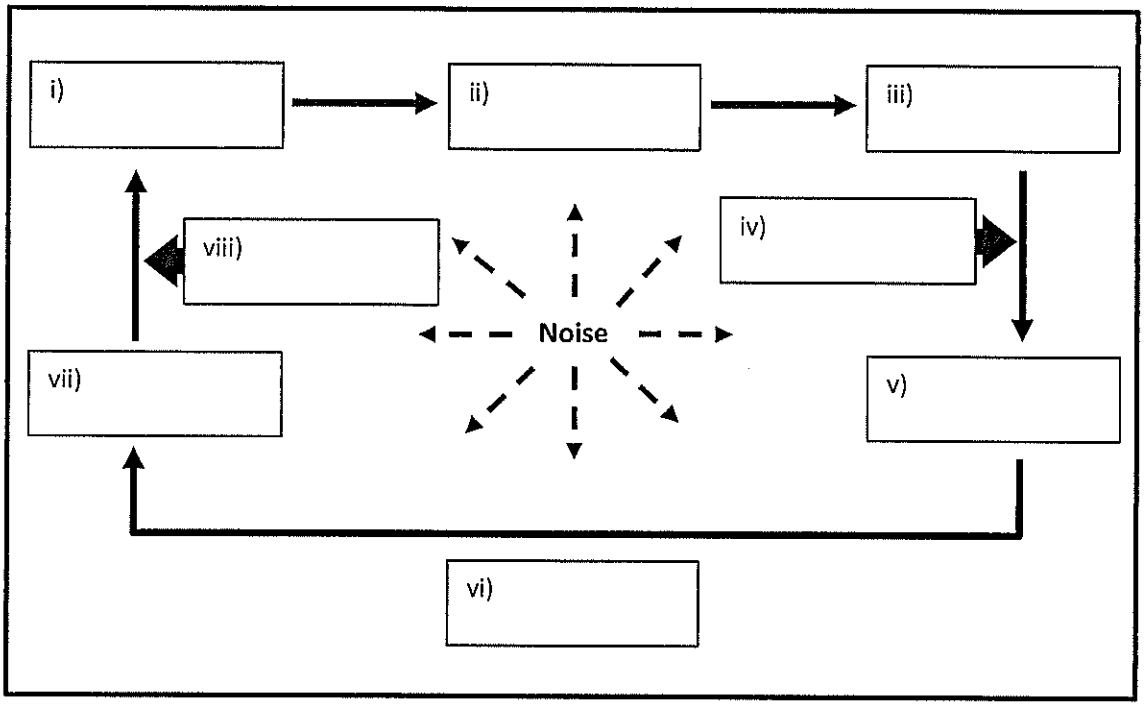
QUESTION 2

The Interpersonal Communication Process



(a) Complete the elements of interpersonal communication process in the diagram above. (12 marks)

(b) Letting employees know that their opinions matter is an essential first step in building effective suggestions systems. List and explain **FOUR (4)** ways how a manager can let employees know their input matters. (8 marks)

(Total: 20 marks)

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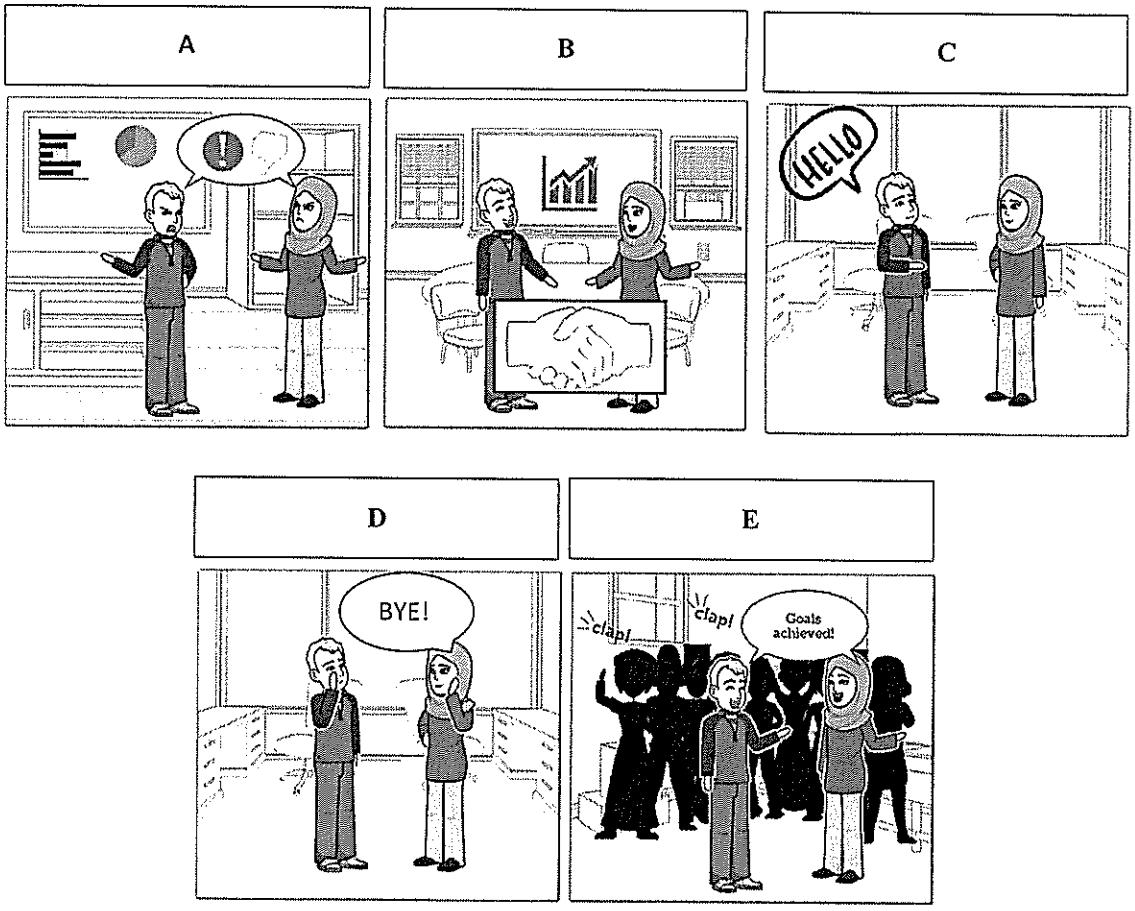
QUESTION 3



(a) The diagram above shows a common stage of the group development process. Arrange the comic strips to its correct sequence. (5 marks)

(b) Based on your answer in (a), list and explain each of the stages according to Bruce Tuckman's stage of group development. (10 marks)

(c) List and explain **FIVE (5)** characteristic of a change-capable organisation. (10 marks)

(Total: 25 marks)

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